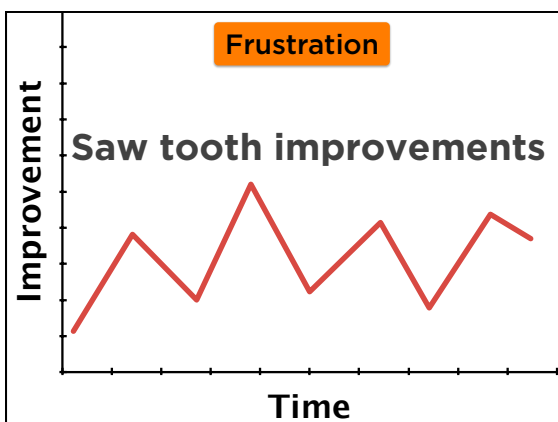


QUICK Start

Rapid Office Kaizen for Government

The Problem



We made the Wrong Assumption

© 2012 by Nexus Forum LLC

Process
is
Process

© 2013 by Nexus Forest LLC

Culture
is
King

© 2013 by Nexus Forest LLC

Government
is not
Business

© 2013 by Nexus Forest LLC

Mission
vs.
Profit

© 2013 by Nexus Forest LLC

Public Good
vs.
**Shareholder
Value**

© 2013 by Nexus Forest LLC

**You are
Different**

© 2013 by Nexus Forest LLC

How we implemented Lean

- Carlos full-time for 15 months
- A full-time in-house Lean manager
- 13 week-long Lean workshops in 18 months
- Each workshop was supported by a Japanese consultant @ \$30,000 per week

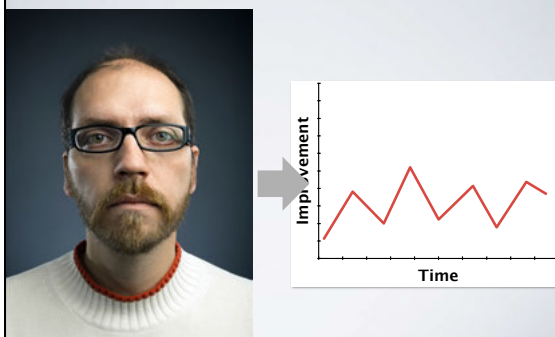


Rethink Lean for Government

Workshop effect on culture



No Culture Change = No Lean



This person is not the problem.



This person is the solution.



Culture
is
King

Culture

the attitudes and behavior
characteristics of a particular
social group

Source: Apple Dictionary version 22.1 (143.1)

Culture

What people do
+
How people treat each other

Culture

Decision-making
Problem-solving



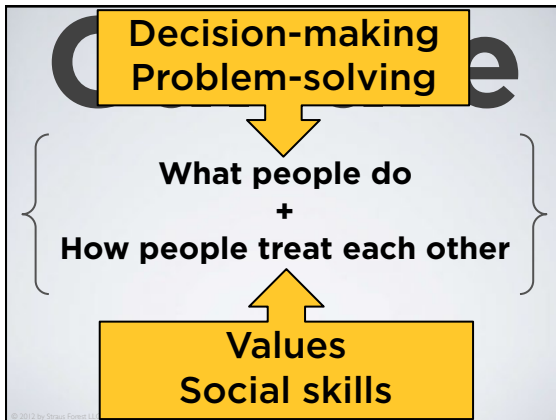
What people do
+
How people treat each other

Culture

What people do
+
How people treat each other

Values
Social skills





**Establish
a
New Culture**

© 2013 by Nexus Forest LLC

Principle 1

**Change the
approach to
Leadership**

© 2013 by Nexus Forest LLC

Principle 2

**Change the
approach to
Followership**

© 2013 by Nexus Forest LLC

Principle 3

**Lasting
change must
be chosen.**

© 2013 by Nexus Forest LLC

Principle 4

**No training can
substitute for
first-hand
experience**

© 2013 by Nexus Forest LLC

Principle 5

**Expect the
organization's
immune system
to activate**

© 2013 by Nexus Forest LLC

Optimism 1

**Culture
is learned**

© 2013 by Nexus Forest LLC

Optimism 2

**You can change
your personal
culture**

© 2013 by Nexus Forest LLC

Crucial Factor 1

**Paradox:
BIG** changes
are easier than
small **changes**

© 2013 by Nexus Forest LLC

Crucial Factor 2

**Rule of Changes:
The change
must be
doable.**

© 2013 by Nexus Forest LLC

**The
Promise**

© 2013 by Nexus Forest LLC

Apply Lean to Implementing Lean

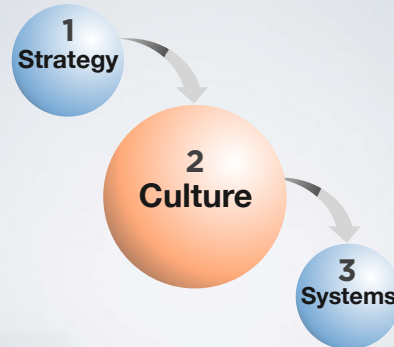
- Just in time

What is the minimum amount necessary to make a significant impact?

Remember the 80/20 rule.

- Keep it simple

Lean Public Service Model



Strategy

Integrate Lean with agency strategy

Systems

Map value streams

Implement value stream plans
— Lean workshops —

Decision-making Problem-solving

What people do
+
How people treat each other

Values
Social skills

Culture

Learn Lean Problem Solving & Continuous Improvement

Learn how to manage the flow of knowledge work

Create high-performing teams

Develop high-performing leadership

The Proof

Our Approach Big and doable.

The Goal:
**Eliminate 50%
of Lean
workshops**

**Rapid
Office
Kaizen**
a Lean “quick-start”
for government

ROK: Continuous Improvement in Practice

- Creates a structure that provides an opportunity for culture change
- Teaches self-reliance
- Creates a team learning environment
- Addresses issues people care about most

ROK

Tested:
over 300 government
employees

All levels of government:
from local to state, from entry-
level employee to agency
director to elected official

